



U.S. GENERAL SERVICES ADMINISTRATION



***2017 Annual Performance Report
2019 Annual Performance Plan***

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
PURPOSE	3
ABOUT GSA	3
MISSION, VISION, and VALUES	4
ORGANIZATIONAL STRUCTURE	4
FY 2017 ANNUAL PERFORMANCE REPORT	9
FY 2019 ANNUAL PERFORMANCE PLAN	11
STRATEGIC FRAMEWORK	11
STRATEGIC OBJECTIVES and PERFORMANCE INDICATORS SUMMARY	12
AGENCY PRIORITY GOALS (APGs)	15
FY 2019 ANNUAL PERFORMANCE PLAN DETAILS	16
STRATEGIC GOAL 1	16
Save taxpayer money through better management of Federal real estate.	
STRATEGIC GOAL 2	26
Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.	
STRATEGIC GOAL 3	36
Improve the way Federal agencies buy, build, and use technology.	
STRATEGIC GOAL 4	45
Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.	
MAJOR MANAGEMENT PRIORITIES AND CHALLENGES	55
EVIDENCE BUILDING	56
DATA VALIDATION AND VERIFICATION	58
LOWER-PRIORITY PROGRAM ACTIVITIES	58

EXECUTIVE SUMMARY

PURPOSE

The U.S. General Services Administration (GSA) Annual Performance Report provides information on the Agency's status in meeting the goals and objectives described in the Agency's FY 2017 Annual Performance Plan, including progress on strategic objectives and performance goals.

The GSA Annual Performance Plan presents the level of performance to be achieved in FY 2019. The Plan describes strategic goals, strategic objectives, supporting performance goals, and performance indicators to be accomplished.

The following GSA FY 2017 Annual Performance Report and FY 2019 Annual Performance Plan relate prior year performance with plans for the current year and budget. Both were prepared in compliance with the GPRA Modernization Act of 2010, P.L. 111-352 under guidance from the Office of Management and Budget (OMB) Circular No. A-11 (2017), *Preparation, Submission, and Execution of the Budget*.

ABOUT GSA

GSA was established on July 1, 1949, as a result of the Hoover Commission. The agency consolidated administrative functions across Government into one organization in order to avoid duplication, reduce cost, streamline the acquisition and distribution of supplies, and centralize the management of Federal buildings.

Over the subsequent seven decades, the nation's population has more than doubled, the price of real estate in major cities has skyrocketed, and super-computers have gone from filling three-story rooms to fitting in our pockets. The world has become vastly more interconnected. Federal agencies are striving to match the pace of change, evolving to meet new domestic and global challenges and better serve the American public.

What has not changed is GSA's unwavering commitment to support our Federal customers and stakeholders by providing cost-effective, high-quality services. Our entire focus is on delivering value to our partner agencies so they can focus their resources on fulfilling their own important missions to the American people.

Our agency provides the spaces, technical innovation, and goods and services essential to operate the Federal Government. We provide workplaces by constructing, managing, and preserving Government buildings and by leasing and managing commercial real estate. Our acquisition solutions offer private sector professional services, equipment, supplies, telecommunications, and information technology to Government organizations and the military. Our technology leadership helps agencies build, buy, and share technology in ways that support their missions to better serve the public. Our implementation of Government-wide policies promotes management best practices and efficient Government operations.

Our success relies on bringing together a talented and diverse workforce - including data scientists, real estate experts, architects, acquisition specialists, programmers, policy analysts - and building a cohesive, customer-focused team. The next section outlines GSA's mission, vision and values, and our current organizational structure.

MISSION, VISION, and VALUES

<i>MISSION</i>	Deliver value and savings in real estate, acquisition, technology, and other mission-support services across Government.
<i>VISION</i>	Effective and efficient Government for the American people.
<i>VALUES</i>	Service • Accountability • Innovation

ORGANIZATIONAL STRUCTURE

Composed of the Federal Acquisition Service (FAS), Public Buildings Service (PBS), Office of Government-wide Policy (OGP), 11 staff offices, and three independent offices, GSA services and supports more than 60 Federal departments and agencies. Headquartered in Washington, D.C., GSA delivers goods and services to its Federal customers through 11 Regional Offices.

GSA LEADERSHIP

Office of the Administrator



Emily W. Murphy
Administrator



Allison F. Brigati
Deputy Administrator
(Acting)



P. Brennan Hart, III
Chief of Staff
(Acting)



Brian F. Barnes
White House
Liaison

National Service Commissioners



Alan Thomas,
Federal Acquisition
Service



Dan Mathews,
Public Buildings Service

Independent Offices



Carol F. Ochoa,
Office of the
Inspector General

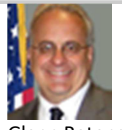


Jeri Somers,
Civilian Board of
Contract Appeals



Executive Director
(TBD)
Federal Permitting
Improvement
Steering Council

Regional Services



Glenn Rotondo
(Acting) New England
Region 1
Boston, MA



Jeff Lau
(Acting) Northeast &
Caribbean Region 2
New York, NY



Dena McLaughlin
(Acting) Mid-Atlantic
Region 3
Philadelphia, PA



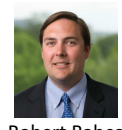
Liana D. Henry
(Acting) Southeast
Sunbelt Region 4
Atlanta, GA



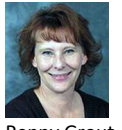
John Cooke
(Acting) Great Lakes
Region 5
Chicago, IL



Kevin Rothmier
(Acting) The
Heartland
Region 6
Kansas City, MO



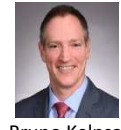
Robert Babcock
Greater Southwest
Region 7
Ft. Worth, TX



Penny Grout
(Acting) Rocky
Mountain Region 8
Denver, CO



Dan Brown
(Acting) Pacific Rim
Region 9 San
Francisco, CA



Bruno Kelpas
(Northwest/ Arctic
Region 10
Auburn, WA



Scott Anderson
National Capital
Region 11
Washington, DC

Staff Offices



Robert Stafford
(Acting) Office of
Administrative Services



Gerard Badorrek
Office of the Chief
Financial Officer



David A. Shive
Office of the Chief
Information Officer



Madeline Caliendo
Office of Civil Rights



P. Brennan Hart, III
Office of Congressional
and Intergovernmental
Affairs



Anahita Reilly
Office of
Customer
Experience



Giancarlo Brizzi
(Acting)
Office of Government-
wide Policy



Antonia T. Harris
Office of Human
Resources
Management



Robert J. Carter
Office of Mission
Assurance



Charles Manger
Office of Small
Business Utilization



Ben Kenney
Office of Strategic
Communication



Jack St. John
(Acting) General
Counsel

NATIONAL SERVICES AND OFFICE OF GOVERNMENT-WIDE POLICY ---

Federal Acquisition Service (FAS)

FAS provides Federal agencies over 28 million different products and services, and annually delivers over \$54 billion in information technology products, services and solutions, telecommunications services, assisted acquisition services, travel and transportation management solutions, motor vehicles and fleet services, and charge card services. FAS manages over 200,000 leased vehicles, more than 3.3 million charge cards, and provides personal property disposal services facilitating the reuse of \$1 billion in excess/surplus property annually. FAS leverages the buying power of the Federal Government by negotiating prices on many products and services required by agencies for daily operations. By arranging a network of service providers, FAS is able to meet the operating and mission requirements of a vast array of Federal agencies and state, local, and tribal governments. Leveraging its technology transformation services and information technology portfolios, FAS is building Centers of Excellence to improve the public's experience with Government by obtaining and sharing technology applications, platforms, and processes to make their services more accessible, efficient, and effective.

Public Buildings Service (PBS)

PBS activities fall into two broad areas: workspace acquisition and property management. PBS acquires space on behalf of the Federal Government through new construction and leasing, and acts as a caretaker for Federal properties across the country. As the largest public real estate organization in the United States, PBS owns or leases 8,700 assets and maintains an inventory of 371 million square feet of rentable workspace. Within this inventory, PBS has more than 500 owned and leased historic properties. PBS provides high-quality facility and workspace solutions to more than 55 Federal agencies, disposes of excess or unneeded Federal properties, and promotes the adoption of innovative workplace solutions and technologies. Through lease and purchase transactions, PBS delivers the workspace necessary to meet the varied missions of its Federal customers. PBS is working with its Federal customers to design the workplace of the 21st century, seeking to reduce overall workspace needs and associated costs. These services are also coordinated to obtain the best available pricing.

Office of Government-wide Policy (OGP)

OGP uses policies, information, and ideas to drive efficiency and management excellence across the Federal Government for key administrative areas to include: travel and transportation, acquisition, fleet management, information technology, and real estate management. OGP helps drive agency behavior in these administrative areas through the development of Government-wide policy making, performance standards, analysis and benchmarking of data, and regular reporting to Federal agencies and key stakeholders.

STAFF OFFICES

GSA's staff offices support the enterprise and ensure GSA is prepared to meet the needs of customers, on a day-to-day basis and in crisis situations:

- **Office of Administrative Services (OAS)**
OAS delivers innovative solutions for GSA's administrative, workplace and information management needs to facilitate efficient use of Government resources and effective risk management.
- **Office of the Chief Financial Officer (OCFO)**
OCFO provides enterprise-wide budget, financial management, financial analysis, performance management, and strategic planning services to GSA business lines and staff offices.
- **Office of the Chief Information Officer (OCIO)**
OCIO provides staff with ever-evolving technology to improve capabilities, productivity, mobility, agility, and cost savings. GSA IT solutions include laptops, mobile devices, collaborative cloud-based software, training and technical support.
- **Office of Civil Rights (OCR)**
OCR administers five programs related to Federal civil rights laws and regulations: Equal Employment Opportunity, Affirmative Employment, Non-discrimination in Federally Conducted Programs and Activities, Environmental Justices and Nondiscrimination in Federally Assisted Programs and Activities. OCR also administers the appeals process for administrative grievances filed by GSA Employees.
- **Office of Congressional and Intergovernmental Affairs (OCIA)**
OCIA maintains Agency liaison with Congress; prepares and coordinates the GSA annual legislative program; communicates the GSA legislative program to OMB, Congress, and other interested parties; and works closely with OMB in the coordination and clearance of all proposed legislation impacting GSA.
- **Office of Customer Experience (OCE)**
OCE works with internal clients to enhance relationships with customers, suppliers and stakeholders.
- **Office of General Counsel (OGC)**
OGC provides legal advice and representation to GSA, serves as GSA's Designated Agency Ethics Official and is responsible for managing the Agency's ethics program. OGC also manages GSA-wide claims under the Federal Tort Claims Act.
- **Office of Human Resources Management (OHRM)**
OHRM delivers comprehensive human resources services and solutions to GSA and its employees. OHRM's primary focus is to work with GSA services and staff offices to attract, motivate, develop, retain, and reward employees to maintain and enhance a mission-ready workforce.

- **Office of Mission Assurance (OMA)**
OMA ensures resilience and continuity of the agency's critical business processes by integrating and coordinating emergency planning activities across all domains of security: physical, personnel, and industrial.
- **Office of Small Business Utilization (OSBU)**
OSBU promotes increased access to GSA's nationwide procurement opportunities for small and disadvantaged businesses.
- **Office of Strategic Communication (OSC)**
OSC works with internal clients to build effective communication strategies to meet their business goals. OSC services include internal communication, graphic design and production, media relations, web and social media, audiovisual production, writing and editing, speechwriting and executive communication, and risk communication/crisis management.

INDEPENDENT OFFICES

- **Office of the Inspector General (OIG)**
OIG is responsible for promoting economy, efficiency, and effectiveness and detecting and preventing fraud, waste, and mismanagement in GSA programs and operations.
- **Civilian Board of Contract Appeals (CBCA)**
The CBCA is an independent tribunal housed within GSA. Its primary responsibility is to adjudicate contract disputes between civilian Federal agencies and contractors under the Contract Disputes Act.
- **Federal Permitting Improvement Steering Council (FPISC)**
The FPISC is responsible for leading ongoing Government-wide efforts to modernize the Federal permitting and review process for major infrastructure projects and work with Federal agency partners to implement and oversee adherence to the statutory requirements set forth in the Fixing America's Surface Transportation Act of 2015.

FY 2017 ANNUAL PERFORMANCE REPORT

Goal	Strategic Objectives and Performance Indicators	Lead Office	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 17 Plan
SAVINGS	Deliver contracting solutions to generate customer savings					
	Global Supply blended markup ↓	FAS	15.0%	13.6%	13.0%	14.0%
	Leases negotiated at or below market rates ↑	PBS	59%	49%	48%	55%
	Acquisition Program Savings (\$b) ↑	FAS	\$5.17	\$6.02	\$5.17	\$5.24
	Federal users of the Acquisition Gateway ↑	FAS	1,934	10,225	16,097	15,000
	Improve the Federal utilization of space					
	Vacant space in inventory ↓	PBS	3.4%	3.0%	2.9%	3.2%
	Reduce resource use and environmental impact					
	Green business volume ↑	FAS	8.8%	9.5%	14.05%	10%
	Energy intensity reduction ↑ (new baseline set from FY 2015 for subsequent years)	PBS	30%	3.78%	5.05%	2.5%
	Annual use of petroleum-based fuel in millions of gallons ↓	OGP	380.93	388.92	TBD*	350.69
	Alternative fuel vehicles purchased (%) ↔	FAS	82.8%	82.6%	77.0%	80.0%
EFFICIENCY	Increase the efficiency of GSA operations					
	Total operating costs as a percent of goods and services provided ↓	OCFO	9.70%	9.44%	9.25%	9.61%
	Reduction in total GSA indirect costs from FY2010 baseline (\$m) ↑	OCFO	\$407	\$400	\$404	\$342
	Leased revenue available after administering program (%) ↔	PBS	-0.47%	-1.16%	-0.59%	0%
	Capital projects on schedule (%) ↑	PBS	98%	98%	99.0%	90%
	Public sale properties awarded within 135 days ↑	PBS	97%	97.5%	90%	90%
	Non-competitive sales and donations awarded within 220 days ↑	PBS	98%	98%	98.6%	90%
	Attendance levels for Federal Acquisition Institute training courses (%) ↑	OGP	88%	92%	91%	90%
	Enhance asset management					
	Cleaning and maintenance costs within market range ↑	PBS	81%	80.3%	73.2%	80%

Goal	Strategic Objectives and Performance Indicators	Lead Office	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 17 Plan
SERVICE	Enhance relationships with our customers, suppliers, and stakeholders					
	Tenant satisfaction with Government-owned and leased space (percent favorable responses) ↑	PBS	63%	65%	61.0%	67%
	Customer loyalty with acquisition services (10-point survey scale; new methodology applied in FY 2015) ↑	FAS	7.1	7.5	7.4	7.3
	New digital Government-wide shared services	TTS	8	7	8	5
	Key policy stakeholders who rate policy initiatives effective ↑	OGP	93%	81%	65%**	90%
	Support small and disadvantaged business					
	Percent of dollars awarded to small business prime contracting ↑	OSBU	44.2%	39.2%	42.5***	36.5%
	Percent of dollars awarded to small business through subcontracting ↑	OSBU	26.3%	30.9%	25.6***	29.0%
	Multiple Award Schedule (MAS) business volume from small businesses (%) ↑	FAS	38.3%	37.4%	39.7%	33.0%
MANAGEMENT OBJECTIVES						
Deliver a mission ready workforce						
	Time to hire in days ↓	OHRM	87	83	72.5	80
	Employee Engagement Score ↑	OHRM	69%	72%	74.1%	72%
Streamline information technology and improve data quality and reporting						
	Commodity information technology savings from prior year (%) ↑	OCIO	9.3%	4.6%	-0.3%	2.9%
	GSA information technology cost reduction from FY 2014 baseline (%) ↑	OCIO	8.6%	4.3%	4%	16.2%

Desired direction: ↑ = increasing ↓ = decreasing ↔ = within range

* Results available in second quarter FY 2018.

** Survey revised in FY 2017.

*** Preliminary results shown; final FY 2017 results to be reported in May 2018 by the Small Business Administration (SBA).

FY 2019 ANNUAL PERFORMANCE PLAN

STRATEGIC FRAMEWORK

The strategic framework as defined in the GSA FY 2018-2022 Strategic Plan is presented below:

STRATEGIC GOALS (G)			
(G1) REAL ESTATE	(G2) ACQUISITION	(G3) TECHNOLOGY	(G4) SHARED SERVICES
Save taxpayer money through better management of Federal real estate.	Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.	Improve the way Federal agencies buy, build, and use technology.	Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.
STRATEGIC OBJECTIVES (SO) and PERFORMANCE GOALS (PG)			
<i>*(APG) denotes Agency Priority Goal</i>			
SO 1.1 Reduce the cost of Federal inventory. <ul style="list-style-type: none"> • PG 1.1.1 Reduce vacant space in inventory • PG 1.1.2 Generate savings by negotiating 55% of leases at or below market rates (APG) • PG 1.1.3 Generate sufficient funds from operations to effectively operate GSA leased buildings • PG 1.1.4 Timely award of non-competitive sales and donations • PG 1.1.5 Timely award of public sale properties 	SO 2.1 Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand. <ul style="list-style-type: none"> • PG 2.1.1 Increase customer satisfaction • PG 2.1.2 Expand the use of GSA acquisition solutions across the Government 	SO 3.1 Lead Government-wide technology modernization initiatives. <ul style="list-style-type: none"> • PG 3.1.1 Provide agencies with cloud authorizations to modernize IT portfolios 	SO 4.1 Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide. <ul style="list-style-type: none"> • PG 4.1.1 Expansion of centralized services (APG)
	SO 2.2 Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers. <ul style="list-style-type: none"> • PG 2.2.1 Increase supplier satisfaction 	SO 3.2 Drive more efficient and innovative Government procurement of technology services. <ul style="list-style-type: none"> • PG 3.2.1 Improve agency technology procurement capabilities through acquisition consulting 	SO 4.2 Promote adoption of shared services by agencies through policy, guidance, and benchmarking. <ul style="list-style-type: none"> • PG 4.2.1 Reduce barriers to facilitate easier adoption of shared services
SO 1.2 Establish GSA as a more effective provider of real estate services for all agencies. <ul style="list-style-type: none"> • PG 1.2.1 Reduce total energy intensity • PG 1.2.2 Complete capital projects on schedule/budget • PG 1.2.3 Improve tenant satisfaction with Government-owned and leased space • PG 1.2.4 Provide building cleaning and maintenance at competitive costs 	SO 2.3 Enhance customer agency access to qualified socio-economic entities. <ul style="list-style-type: none"> • PG 2.3.1 Create more opportunities for socio-economic entities 	SO 3.3 Lead implementation of technical standards, policies, and strategies. <ul style="list-style-type: none"> • PG 3.3.1 Provide agencies with the tools and resources to implement IT standards and policies 	SO 4.3 Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government. <ul style="list-style-type: none"> • PG 4.3.1 Efficient, effective mission-support services at GSA (CXO and non-CXO functions) • PG 4.3.2 Highly engaged GSA workforce that is prepared to support and deliver new and expanded offerings

STRATEGIC OBJECTIVES and PERFORMANCE INDICATORS SUMMARY

Performance Indicators	Lead Office	FY 15 Results	FY 16 Results	FY 17 Results	FY 18 Target	FY 19 Target
SO 1.1 Reduce the cost of Federal inventory.						
Vacant space in inventory ↓	PBS	3.4%	3.0%	2.9%	3.0%	3.0%
Leases negotiated at or below market rates ↔ Ⓢ aligned to APG	PBS	59%	49%	48%	55%	55%
Leased revenue after administering program (%) ↔	PBS	-0.47%	-1.16%	-0.59%	0 to 2%	0 to 2%
Non-competitive sales and donations awarded within 220 days ↑	PBS	98%	98%	90%	93%	93%
Public sale properties awarded within 135 days ↑	PBS	97%	97.5%	98%	98%	98%
SO 1.2 Establish GSA as a more effective provider of real estate services for all agencies.						
Energy intensity reduction (cumulative % reduction from baseline year) ↑	PBS	n/a	3.78%	6.41%	7.50%	10.0%
Capital projects on schedule/budget ↑	PBS	98%	98%	99%	90%	90%
Tenant satisfaction with Government-owned and leased space ↑	PBS	63%	65%	61%	63%	63%
Cleaning and maintenance costs within market range ↑	PBS	81%	80.3%	73.2%	78%	80%
SO 2.1 Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand.						
Customer loyalty score (10-point scale) ↑	FAS	7.1	7.5	7.4	7.4	7.5
Acquisition program savings (\$b) ↑	FAS	\$5.17	\$6.02	\$5.17	\$5.22	\$5.27
SO 2.2 Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers.						
Supplier satisfaction score ↑	FAS	3.59	3.93	3.80	3.80	3.87

Performance Indicators	Lead Office	FY 15 Results	FY 16 Results	FY 17 Results	FY 18 Target	FY 19 Target
SO 2.3 Enhance customer agency access to qualified socio-economic entities.						
Percent of dollars awarded to small business prime contracting ↑	OSBU	44.2%	39.2%	42.5 %*	35.0%**	TBD**
Percent of dollars awarded to small business through subcontracting ↑	OSBU	26.3%	30.9%	25.6*	29.0%**	TBD**
Multiple Award Schedules (MAS) business volume from small businesses (%) ↑	FAS	38.3%	37.4%	39.7%	33.0%	33.0%
SO 3.1 Lead Government-wide technology modernization initiatives.						
Number of customer agency systems with FedRAMP authorizations (cumulative) ↑	FAS	39	72	88	110	130
SO 3.2 Drive more efficient and innovative Government procurement of technology services.						
Volume of assisted technology acquisitions provided (\$) ↑	FAS	n/a	\$1.54B	\$3.68B	\$4.29B	\$4.76B
Volume of assisted technology acquisitions provided (# of acquisitions) ↑	FAS	n/a	333	422	503	566
SO 3.3 Lead implementation of technical standards, policies, and strategies.						
Percent increase of Government-wide tiered data center closures ↑	OGP	n/a	n/a	3.55%	12%	20%
Percent of Government employees and contractors that log onto Government networks with a standardized, secure credential ↑	OGP	n/a	n/a	81%	83%	85%

Performance Indicators	Lead Office	FY 15 Results	FY 16 Results	FY17 Results	FY18 Target	FY 19 Target
SO 4.1 Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide.						
Number of agency-owned (non-GSA) vehicles studied and consolidated by GSA, resulting in a more cost-effective Federal fleet (vehicles studied / vehicles consolidated)↑ 🔗 aligned to APG	FAS	n/a	n/a / 1,136	n/a / 911	25,000 / 500	25,000 / 5,000
SO 4.2 Promote adoption of shared services by agencies through policy, guidance, and benchmarking.						
Number of agencies using SPPI's M3 tools to assess readiness for shared services	OGP	n/a	n/a	4	6	8
SO 4.3 Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government.						
Total operating cost as a percentage of goods and services provided ↓	OCFO	9.70	9.44	9.25	9.20	9.15
Effectiveness of CXO functions, as measured by customer satisfaction on a scale of 1 to 7	CXO	4.81	4.96	5.07	5.15	5.23
Percent of IT portfolio utilizing cloud technologies ↑	OCIO	27%	42%	42%	44%	48%
Competition rate for GSA acquisitions ↑	OGP	82.5%	80.3%	81.4%	80.0%	80.0%
Competitive One-Bid rate for GSA acquisitions ↓	OGP	13.2%	14.3%	14.9%	15.0%	15.0%
Employee engagement score - Mission Index ↑	OHRM	69.1%	72.2%	76.2%	76.0%	76.0%

Desired direction: ↑ = increasing ↓ = decreasing ↔ = within range

* Preliminary results shown; final FY 2017 results to be reported in May 2018 by the Small Business Administration (SBA).

** Preliminary target shown; final target will be set by SBA.

AGENCY PRIORITY GOALS: FY 2018-2019

APG 1: Generate savings by negotiating 55% of leases at or below market rates.

GSA will generate savings for taxpayers by negotiating 55 percent of the lease office space agreements at or below market rates in FY 2018 and FY 2019.

APG 2: Expansion of centralized services

GSA will develop and expand common solutions and service offerings for mission-support services, driving more efficient and effective processes that help agencies maximize mission delivery. Specifically, to eliminate redundancies and reduce Government-wide fleet costs, GSA's Fleet program will partner with agencies to study their vehicle inventories to identify savings and efficiency opportunities, reviewing 25,000 vehicles annually in FY18 and FY19 and consolidating 500 and 5,000 vehicles, respectively, pending study results.

FY 2019 ANNUAL PERFORMANCE PLAN DETAILS

STRATEGIC GOAL 1

Save taxpayer money through better management of Federal real estate.

GSA will achieve cost savings for the Federal Government by enhancing asset management and optimizing space utilization to provide the best price in Federal leased and owned real estate. Effective and integrated delivery of workspace solutions will provide our customers the opportunity to focus time and resources on their mission-related operations. Greater integration and consistency of our services will also improve the experience of our Federal customers.

Innovative and shared portfolio planning at the local and national level will be used to find the right solution at a lower cost for new leases. In doing so, GSA will lower the cost associated with its owned and leased real estate portfolio to better meet the needs of its customers. GSA will also focus on optimizing revenue from the sales of GSA and other Federally owned real property assets to ensure a Government-owned portfolio of high-performing assets.

Strategic Objective 1.1: Reduce the cost of Federal inventory.

With over half of GSA lease space expiring in the next few years, GSA will increase cost savings by utilizing a wide range of strategies. GSA will increase the usage of automated systems and private sector brokers, where appropriate, to improve our efficiency in awarding leases. GSA will also negotiate longer lease terms to provide better value for our Federal customers. GSA will also reduce the Federal footprint – cost and size of the Federal Inventory – by improving workspace utilization, disposing of underperforming assets, and increasing the proportion of assets with positive funds from operations. These, and many other initiatives, combine to create a tremendous opportunity for meeting the GSA mission and saving taxpayer dollars.

Key Strategies

- A. Improve utilization by reducing the Federal footprint:
 - a. Work with Federal partners to adopt agency-specific design standards that facilitate new work arrangements and increase utilization; and
 - b. Help identify opportunities for co-location and consolidation of agency office spaces.
- B. Increase use of longer lease terms, where appropriate, as a mechanism for cost savings:
 - a. Pursue all available strategies to increase cost savings, including maximizing lease terms. More than half of GSA leased space is expiring over the next four years, creating an opportunity to realize cost savings.
- C. Increase usage of the Automated Advanced Acquisition Program (AAAP) and GSA Leasing Support Services (GLS) for lease awards:
 - a. The AAAP is a multiple award lease procurement tool that allows potential suppliers to

compete for multiple Federal leases by submitting a single offer through a simple online portal. Increased use of the AAAP will reduce administrative cost and burden for Government and industry partners, while also using scale to deliver cost savings; and

- b. GLS assists in delivering the best value in space solutions for the Government and taxpayers, leveraging private sector resources and expertise with reduced contract administration.

D. Increase assets with positive funds from operations:

- a. Continue to identify and invest in core assets on the basis of Federal need, asset use, asset condition, and market value.

E. Dispose of underperforming Federal assets:

- a. Work with agencies to develop and prioritize effective and efficient real property repositioning strategies;
- b. Aggressively identify and dispose of underperforming Federal assets through expanded sales and out leases, auctions, and transfers to local entities; and
- c. Partner with stakeholders to ensure disposal projects leave a positive impact on communities.

Goal Leader	Dan Mathews, Commissioner Public Buildings Service (PBS)
Contributing Programs	<ul style="list-style-type: none"> • Portfolio Management • Leasing • Real Property Disposal • Construction and Acquisition

Performance Goal 1.1.1 - Reduce vacant space in inventory.

Benefit to the Public	Better utilization of Federal workspace lowers the Government's operational costs.
Performance and Contextual Indicator	<p><u>Vacant space in inventory</u></p> <p>This performance indicator reflects the vacant space in GSA's owned and leased space, without a customer agency paying rent. Specifically, it reports the total square feet of unoccupied space as a percentage of total square feet in GSA's owned and leased workspace inventory. GSA excludes space currently undergoing major renovation. Data Source: <i>Real Estate Across the United States</i> (REXUS) Inventory data set.</p>
Progress Update	GSA lowered vacant space from 3.0% to 2.9% in FY 2017. GSA exceeded its target for FY 2017 related to vacant space. Specifically, GSA exceeded the target for vacancy in leased space, which is more costly than Federally owned space. GSA achieved this measure by working closely with customers to optimize space and reduce real estate costs.

Vacant space in inventory		
Fiscal Year	Target	Result
2015	3.2%	3.4%
2016	3.2%	3.0%
2017	3.2%	2.9%
2018	3.0%	
2019	3.0%	
Lead Office: Public Buildings Service		

Performance Goal 1.1.2 - Generate savings by negotiating 55% of leases at or below market rates. (AGENCY PRIORITY GOAL)

Benefit to the Public	Negotiating lease costs at or below comparable market costs ensures GSA acquires Federal office space at the best value for the taxpayer.
Performance and Contextual Indicator	<p><u>Percent of lease transactions at or below market rates</u></p> <p>This performance indicator compares GSA leasing costs to private sector benchmarks for equivalent office space in major markets. Negotiating lease rates below market rates for comparable space generates cost savings for the American people. The market lease rate is based on GSA's Bullseye report, which combines rates from respected nationwide commercial real estate sources. The Net Present Value of the life-cycle cost of lease transactions are used in comparing negotiated leases with market value leases.</p>
Progress Update	The 48% FY 2017 result came in lower than the target of 55%, making it the second consecutive year of underperformance. In FY 2018 and FY 2019, PBS will focus on utilizing a multitude of leasing strategies to improve performance and meet the 55% target that has been set for both fiscal years.

Percent of lease transactions at or below market rates		
Fiscal Year	Target	Actual
2013	baseline	55%
2014	baseline	43%
2015	baseline	59%
2016	55%	49%
2017	55%	48%
2018	55%	
2019	55%	
Lead Office: Public Buildings Service		

Performance Goal 1.1.3 - Generate sufficient funds from operations to effectively operate GSA leased buildings.

Benefit to the Public	Maintaining lease revenue available after program administration costs near break-even demonstrates the leasing program can efficiently operate within the fees collected from customer agencies. Efficient delivery of leased workspace provides agencies greater flexibility in housing their workforce and operations and managing their resources.
Performance and Contextual Indicator	<p><u>Percent of leased revenue available after administering the leasing program</u></p> <p>This performance indicator measures the leasing program's revenue available after program administration costs and is calculated by taking the leased inventory revenue minus all expenses (excluding depreciation) associated with the inventory. If the measure is negative, costs were greater than revenues.</p>
Progress Update	GSA narrowly missed its target of lease revenue available between 0 – 2%. The end of year performance for FY 2017 of -0.59% is the result of various issues, including timely and accurate customer billing and lessor payment, vacant space and related security expenses, lease formulation and buyout costs, and general and administrative expenses in excess of PBS fee revenue for small-dollar value leases. GSA continues to work collaboratively across the organization to focus on this metric, and hopes to continue the upward trend in FY 2018.

Leased Revenue after Administration of Leasing Program (%)		
Fiscal Year	Target	Actual
2013	0-2%	0.1%
2014	0-2%	-1.0%
2015	0-2%	-0.47%
2016	0-2%	-1.16%
2017	0-2%	-0.59%
2018	0-2%	
2019	0-2%	
Lead Office: Public Buildings Service		

Performance Goal 1.1.4 - Timely award of non-competitive sales and donations.

Benefit to the Public	Decreasing the cycle time for non-competitive sales and donations increases the speed with which surplus Federal properties can be disposed. This supports the management of a financially self-sustaining portfolio. Maintaining a viable, self-sustaining inventory of real properties ensures Federal agencies have appropriate facilities at the best possible cost.
Performance and Contextual Indicator	<p><u>Percentage of non-competitive sales and donations awarded within 220 days</u></p> <p>This indicator reports the number of non-competitive sales and donations awarded within 220 days (minus hold times) as a percentage of total public sales. Hold time occurs when the disposal experiences an unavoidable delay because of pending legislation, environmental concerns, title problems, historical building reviews, or litigation. Non-competitive sales and donations include negotiated sales, public benefit conveyances, and Federal transfers. Awarded refers to the date the property is transferred to another agency, assigned to a sponsoring agency, or deeded to a public body.</p>
Progress Update	GSA met the target of delivering 90% of non-competitive sales and donations on schedule. This performance is attributed to the continued use of effective project and performance management processes.

Non-Competitive Sales and Donations Awarded within 220 days (%)		
Fiscal Year	Target	Actual
2013	90%	88%
2014	90%	93%
2015	90%	98%
2016	90%	98%
2017	90%	90%
2018	93%	
2019	93%	
Lead Office: Public Buildings Service		

Performance Goal 1.1.5 - Timely award of public sale properties.

Benefit to the Public	Decreasing the cycle time for public sales accelerates the disposal of surplus Federal properties and supports the management of a financially self-sustaining portfolio of Federal real property assets. Maintaining a viable, self-sustaining inventory of real properties ensures Federal
------------------------------	--

	agencies have appropriate facilities at the best possible cost.
Performance and Contextual Indicator	<p><u>Percentage of public sale properties awarded within 135 days</u></p> <p>This indicator reports the number of public sales awarded within 135 days (minus hold times) as a percentage of total public sales. Hold time occurs when the disposal experiences an unavoidable delay because of pending legislation, historical building reviews, or litigation. Awarded refers to the date the offer to purchase is completed by GSA and the purchaser.</p>
Progress Update	GSA exceeded its FY17 target of 90% by awarding 98% of competitive public sales within 135 days. The streamlined bidding process that GSA uses to market properties for disposal and aggressive marketing through online auctions continues to attract buyers in a timely manner, leading to GSA's success in exceeding the target and saving taxpayer dollars.

Public Sale Properties Awarded within 135 days (%)		
Fiscal Year	Target	Actual
2013	90%	98%
2014	90%	94%
2015	90%	97%
2016	90%	98%
2017	90%	98%
2018	98%	
2019	98%	
Lead Office: Public Buildings Service		

Strategic Objective 1.2: Establish GSA as a more effective provider of real estate services for all agencies.

GSA will support Federal agencies in fulfilling their mission by offering integrated turn-key services, providing high-quality facility and workspace solutions, and improving responsiveness and value to customers. Building on ongoing efforts, GSA will focus on reducing cost without impacting service levels through increased use of standardized contracts and GSA procurement tools for building operations and maintenance contracting. To more fully assess customer experience, GSA will implement an improved methodology to gauge the Federal customer's experience and satisfaction with services. Finally, GSA will provide staff with the tools to ensure delivery of high-quality services.

Key Strategies

- A. Improve productivity by investing in our people:

- a. Continue to train staff, develop new tools, and improve processes to support strong teamwork and delivery of services.
- B. Reduce the cost of operations and maintenance contracts without impacting service levels:
 - a. Build upon current efforts to save taxpayer money by improving operations and leveraging buying power through standardized contracts and GSA procurement tools.
- C. Improve responsiveness and value to customers:
 - a. Work with customer agencies to identify common goals and initiatives together; and
 - b. Strengthen customer relationships through a commitment to increase information sharing.
- D. Increase the use of integrated, turn-key services for customers:
 - a. Provide more options and integrated offerings across the product and service life cycle for real estate management services, including consultation and mission-support services.

Goal Leader	Dan Mathews, Commissioner Public Buildings Service (PBS)
Contributing Programs	<ul style="list-style-type: none"> • Portfolio Management • Real Property Disposal • Construction and Acquisition • Building Operations • Repairs and Alterations • Customer Experience

Performance Goal 1.2.1 - Reduce total energy intensity.	
Benefit to the Public	Responsible management of energy use in the Federal workspace lowers costs to the American people, provides greater availability of domestic energy resources for other purposes, and contributes to better air quality, energy independence, and mission assurance.
Performance and Contextual Indicator	<u>Energy Intensity</u> This measure assesses reduction in energy use intensity as originally mandated in the Energy Policy Act, and updated by EO 13693 -- GSA to reduce energy intensity as measured in British Thermal Units (BTU) per gross square foot (gsf) by 25% by 2025 over the 2015 baseline established by EO 13693.
Progress Update	GSA met the performance target in FY 2017, lowering energy intensity in its real property portfolio by 6.41% from the FY 2015 baseline. GSA will apply weather normalization credits to future reporting achievements that reflect fluctuations in weather as permitted by guidance issued by the Department of Energy.

Energy Intensity (% cumulative reduction in BTU per gross square foot)		
Fiscal Year	Target	Actual
2016	1.7%*	3.78%
2017	5.0%	6.41%
2018	7.50%	
2019	10.0%	
Lead Office: Public Buildings Service		

* From baseline of FY 2015 actual performance.

Performance Goal 1.2.2 - Complete capital projects on schedule and budget.	
Benefit to the Public	Delivering space when the customer needs it enables customers to most effectively carry out their missions. GSA's efficient delivery of new and renovated facilities reduces resource demands of customer agencies that can translate into higher operational effectiveness and/or lower operational costs.
Performance and Contextual Indicator	<p><u>Capital construction projects on schedule/budget</u></p> <p>This measure reports the percentage of prospectus level construction projects completed on schedule and budget, weighted by the contract value. Using an earned value technique, this measure assesses project performance on all prospectus level projects. Delivering space when the customer needs the space enables our customers to carry out their missions with minimal distractions.</p> <p>This performance indicator was expanded in FY 2016 to include Repair and Alteration projects, to fully encompass all capital construction projects. Weighting projects based on total current contract value allows the measure to place more emphasis on large, important projects critical to the GSA project portfolio.</p>
Progress Update	<p>Earned value is used to measure construction in progress and substantially completed projects within the current fiscal year. Nineteen projects worth a total of \$231 million reached substantial completion in FY 2017. Of those, 18 did so on schedule and on budget with no claims. Fifty-nine projects (\$2.3 billion) remain ongoing, with the National Capital Region (12 projects, \$588 million) and Pacific Rim (10 projects, \$474 million) regions representing the largest share of that group. Several other regions are expected to see significant increases in activity as the FY 2016 Courthouse Program moves into the construction execution phase.</p>

Capital projects on schedule and budget (%)		
Fiscal Year	Target	Actual
2013	Baseline	89%
2014	Baseline	97%
2015	90%	98%
2016	90%	98%
2017	90%	99%
2018	90%	
2019	90%	
Lead Office: Public Buildings Service		

Performance Goal 1.2.3 - Improve tenant satisfaction with Government-owned and leased space.

Benefit to the Public	This measure assesses how well facility managers are meeting Federal workforce expectations concerning facility management services. It is also intended to show that Federal employees occupy well-managed workspaces that support their work productivity and missions of their agencies.
Performance and Contextual Indicator	<p><u>Tenant satisfaction with Government-owned and leased space</u></p> <p>This performance indicator calculates the percentage of survey respondents who rate their overall satisfaction level with GSA service delivery as “4” or “5” on a 5-point scale.</p>
Progress Update	<p>GSA's annual satisfaction result for FY 2017 showed a decline in contrast to the consecutive increases in the three prior years. Both the GSA and Government-wide results declined for FY 2017, but the GSA result remains 3 percent higher. Both samples showed a decline in response rate compared to last year.</p> <p>GSA will continue using the traditional Tenant Satisfaction Survey (TSS) to measure tenant satisfaction in 2018. However, GSA will evaluate responses to specific questions that we have control and influence over. GSA will evaluate other transactional approaches, like our National Computerized Maintenance Management System (CMMS) work order survey, to more accurately assess tenant satisfaction with the services we directly provide or can influence on a daily basis.</p>

Tenant Satisfaction with Government-Owned and Leased Space (%)		
Fiscal Year	Target	Actual
2013	83%	63%
2014	75%	61%
2015	63%	63%
2016	65%	65%
2017	67%	61%
2018	63%	
2019	63%	
Lead Office: Public Buildings Service		

Performance Goal 1.2.4 - Provide building cleaning and maintenance at competitive costs.	
Benefit to the Public	This goal ensures customer agencies are paying competitive market rates for building services. When costs are competitive, agencies can put more of their resources towards meeting mission requirements to the public instead of overhead services.
Performance and Contextual Indicator	<p><u>Cleaning and maintenance costs within market range</u></p> <p>GSA utilizes methodologies to ensure that 80% of buildings are within market range for cleaning and maintenance services; a private sector benchmark.</p>
Progress Update	GSA's costs remained stable in FY 2017 despite increases in contract labor costs associated with collective bargaining agreements and general inflation. The significant and sustained decline in the industry benchmark costs reported by BOMA was the primary influence on the measure performance.

Operating Costs within Market Range (%)		
Fiscal Year	Target	Actual
2013	N/A	72%
2014	N/A	70%
2015	80%	81%
2016	80%	80%
2017	80%	72%
2018	80%	
2019	80%	
Lead Office: Public Buildings Service		

STRATEGIC GOAL 2

Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.

GSA is committed to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. Generating economies of scale is the cornerstone of our acquisition solutions, enabling us to negotiate better prices. Every day, we help our customers make smart purchasing decisions to acquire the goods and services they need.

GSA is dedicated to improving the contract vehicles, services, and products we provide to Federal agencies, military, and state/local entities. We make access to the Government market easier, faster, and less costly to socio-economic providers. We are achieving this by designing and delivering solutions that meet current needs and anticipate future requirements.

Strategic Objective 2.1: Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand.

Using the purchasing power of the Federal Government, GSA reduces Federal agencies' operating costs, enabling them to focus on their core missions to serve the public at best value. We are always looking for new ways to help these agencies make their purchases smarter and more efficient. This ability to achieve savings or avoid costs depends largely on developing common requirements across the Government that leverages our purchasing power. Throughout GSA's acquisition operations, our goal is to place customers at the center of our operations, develop common requirements across the Government, and increase adoption of our solutions for agencies' common needs. Knowing this, we have developed robust strategies to meet the current and future demands of our customers.

In order to fully maximize the purchasing power of the Federal Government, we will provide market intelligence and acquisition expertise to the Federal marketplace. GSA is committed to bringing Government-wide contract spend into common categories to further capture economies of scale. This approach also creates economies of skill for Government as a whole when agencies can rely on GSA to deliver the right goods and services for their mission needs.

Key Strategies

- A. Better understand and anticipate customer needs by developing a robust and effective customer management approach:
 - a. Grow and refine the approach to strategic account management by:
 1. Strengthening client relationships by serving as a trusted advisor;
 2. Generating analytics and customer intelligence to inform decisions and provide our customers with meaningful recommendations; and
 3. Leveraging relationships and market intelligence to manage and customize GSA offerings.
 - b. Develop a Voice of the Customer (VOC) process, which ensures that we gather customer feedback to improve the effectiveness of our solutions, service delivery, and customer interactions.
 - c. Enhance the customer experience through innovative customer experience mapping and usability testing of GSA systems and solutions.
- B. Improve market intelligence and optimize Federal buying power by leveraging commercial principles:
 - a. Mature and expand the internal use of business best practices, such as category management, to improve Government acquisition by pooling and sharing demand management, acquisition data, and supplier relationship management knowledge. Expanding use of data and business intelligence allows us to better understand, anticipate, and deliver customer requirements relative to specific markets and industries. This includes:
 1. Leading a number of Government-wide categories and working with top purchasing agencies to understand their use of these products and services, enabling us to enhance the customer's buying experience; and
 2. Developing purchasing strategies so that customers find best value for items and services.
 - b. Increase agency adoption of full life cycle assisted acquisition solutions for large and/or complex projects. The Assisted Acquisition Services program offers these value-added, customized, acquisition project management and financial management services for large and/or complex information technology and professional services solutions.

Goal Leader	Alan Thomas, Commissioner Federal Acquisition Service (FAS)
Contributing Programs	<ul style="list-style-type: none"> ● Customer and Stakeholder Engagement (CASE) ● Assisted Acquisition Service (AAS) ● Information Technology Category ● General Supplies and Services ● Travel, Transportation & Lodging ● Office of Enterprise Strategy Management

Performance Goal 2.1.1 - Increase customer satisfaction.

Within our acquisition offerings, we know that loyal customers see value in our offerings and are likely to recommend our goods and services to others. The model we leverage to predict Loyalty is built on decades of empirical research around factors that consistently influence Loyalty Intentions (e.g. likelihood to recommend) as well as behaviors (e.g. repurchase).

Benefit to the Public	Achieving customer loyalty allows GSA to take action to improve program operations. The network of suppliers and vendors GSA leverages to provide customer agencies with goods and services is essential to service delivery. Through positive working relationships that are mutually beneficial for the supplier and customer, GSA is able to provide better service to customers, and ultimately to the American taxpayers.
Performance and Contextual Indicator	<p><u>Customer Loyalty Score</u></p> <p>This performance indicator tracks customer loyalty and ensures GSA's Federal Acquisition Service is effective at meeting customer requirements. GSA customers are identified and a questionnaire is developed to ensure program offices have actionable recommendations for areas of improvement. This measure is the average score across three loyalty intentions items for each respondent. Responses are rated on a 10-point scale where 1 equals "not at all likely" and 10 equals "very likely."</p> <p>The three questions are:</p> <ul style="list-style-type: none"> • How likely are you to recommend [Program Office] to others? • How likely are you to continue to use [Program Office] in the future? • How likely are you to consider [Program Office] as your first choice for [product/service]?
Progress Update	GSA met its performance target for FY 2017. Results remained stable with only a slight decrease from the prior year. A small drop in the score for 'ease of acquiring of goods and services' was a driver of the reduction.

Customer Loyalty Score (10-point scale)		
Fiscal Year	Target	Result
2015	8.0	7.1
2016	7.2	7.5
2017	7.3	7.4
2018	7.4	
2019	7.5	
Lead Office: Federal Acquisition Service		

Performance Goal 2.1.2 - Expand the use of GSA acquisition solutions across the Government.

Federal agencies operate in a constrained budget environment and seek to maximize the use of each dollar. When agency customers utilize FAS solutions they are able to purchase the goods and services needed to execute their mission at reduced cost, enabling them to maximize the support provided to key mission-critical activities. GSA generates additional savings for agencies by expanding the use of strategic buying practices utilizing improved market intelligence and Government-wide collaboration.

Benefit to the Public	Achieving this goal will result in greater savings, enabling customer agencies to meet mission-critical needs at a lower cost.
------------------------------	--

Performance and Contextual Indicator:	<p><u>Acquisition program savings</u></p> <p>Annual targets are developed by aggregating various program-specific targets across FAS, each with a specific methodology for calculating savings. The types of savings fall into one of three groups:</p> <ul style="list-style-type: none"> ● Savings realized by utilizing FAS procurement vehicles compared to commercial alternatives; ● Savings realized through FAS offerings compared to other Government offerings; and ● Savings returned to customers via bank refunds given for using FAS purchase, travel, and fleet card.
--	---

Progress Update	<p>The FY 2017 result came in just below the target. A strong Q4 accounted for \$730M of these savings. However, lower than anticipated savings were seen in some supply and service offerings, leading to an unfavorable result relative to the annual savings target of \$5.24B.</p> <p>The City Pair program (CPP) was the largest contributing program to acquisition program savings with \$2.62B in savings, exceeding the target of \$2.42B. This represents customer agencies' savings when using CPP to purchase airfare compared to commercial average prices paid for similar refundable fares. However, CPP expects a 13% drop in savings from FY17 based on the combined effects of a projected decrease in benchmark fares, an increase in the FY18 CPP award pricing, and changes as a result of more accurate third party data reporting.</p>
------------------------	---

Acquisition program savings (\$B)		
Fiscal Year	Target	Result
2015	n/a	\$5.17B
2016	\$5.19B	\$6.02B
2017	\$5.24B	\$5.17B
2018	\$5.22B	
2019	\$5.27B	
Lead Office: Federal Acquisition Service		

Strategic Objective 2.2: Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers.

Every day the work that we do allows our customer agencies to better focus on their missions. Partnership on all levels is critical to the success of GSA. Strong partnerships with other agencies and suppliers are critical and support decisions that create value and savings for our customers and the American public. Doing business with GSA must be an easy and reliable experience. We must continuously improve our processes and systems to make them as simple and streamlined as possible.

Key Strategies

- A. Modernize and streamline IT systems:
 - a. Simplify the acquisition experience for the supplier and customer communities:
 - 1. Improve GSA and agency data access and quality so that acquisition and program leaders can make better procurement decisions;
 - 2. Empower GSA governance systems to streamline investments for better results;
 - 3. Increase the use of cost-effective strategic delivery of commercially readily available items by improving electronic integration with supply chain partners; and
 - 4. Assess the feasibility and opportunities for adoption of e-commerce commercial platforms.
- B. Simplify processes to make Multiple Award Schedule contract vehicles the Government's vehicle of choice for commercial products, services, and solutions:
 - a. Provide our stakeholders with a Multiple Award Schedules program that addresses current market forces and provides Government with a streamlined, value-based contracting solution that continues to save time and money well into the future. We are transforming the program in four distinct areas:
 - 1. Supplier engagement;
 - 2. Customer engagement;
 - 3. Competitive pricing; and
 - 4. Innovation.

Goal Leader	Alan Thomas, Commissioner Federal Acquisition Service (FAS)
Contributing Programs	<ul style="list-style-type: none"> • FAS Systems Management • GSA IT • Multiple Award Schedules PMO • FAS Commissioner's Office • Policy and Compliance • Customer and Stakeholder Engagement

Performance Goal 2.2.1 - Increase supplier satisfaction.

The network of suppliers that GSA leverages to provide products and services are critical to our success in meeting the day-to-day needs of customer agencies along with providing complex, innovative, and customized solutions. Creating a mutually beneficial operating environment between the Government and the supplier community allows us to offer a diverse set of products and services to the Government marketplace at best value.

Benefit to the Public	Strong supplier relationships make interactions between the Government and industry more efficient, transparent and cost effective, enabling lower-cost services to maximize taxpayer dollars. When the Government and industry collaborate effectively, the highest-quality solutions can be delivered to meet customer agencies' missions to the public.
Performance and Contextual Indicator	<p><u>Supplier satisfaction score</u></p> <p>The Supplier Relationship Management Survey (SRMS) is distributed annually to roughly 20,000 of the Federal Acquisition Services' vendors with contracts covering a diverse portfolio of GSA contract vehicles. The sources for the vendors are e-Library, FPDS-NG, and in some cases salesforce contacts.</p> <p>Priority analysis examines survey items on two dimensions: Mean Score and Relative Importance to Satisfaction. This analysis helps to identify performance areas likely to have substantial impact on satisfaction.</p>
Progress Update	<p>Overall satisfaction decreased (3.93 to 3.80) from FY 2016 to FY 2017. Below is a breakdown of the results:</p> <ul style="list-style-type: none"> • The Travel, Transportation and Logistics Category decreased modestly (3.79 to 3.64); • The Information Technology Category experienced a modest decline in satisfaction (4.18 to 3.87); • General Supplies and Services was steady (3.48 to 3.49); and • The Professional Service and Human Capital Category had the highest overall satisfaction of any portfolio at 4.05.

Supplier satisfaction score		
Fiscal Year	Target	Result
2015	n/a	3.59
2016	n/a	3.93
2017	n/a	3.80
2018	3.80	
2019	3.87	
Lead Office: Federal Acquisition Service		

Strategic Objective 2.3: Enhance customer agency access to qualified socio-economic entities.

GSA will collaborate with industry on Federal acquisition requirements and best practices promoting opportunities for socio-economic entities. This includes all small businesses (disadvantaged, women-owned, veteran-owned, service-disabled veteran-owned, and businesses located in historically underutilized business zones). GSA will continue to educate the acquisition workforce on the importance of meeting small business goals; ensuring our offerings promote a vibrant industrial and technological base.

Key Strategies

- A. Educate socio-economic entities on the opportunities available through the Multiple Awards Schedules:
 - a. Find creative new ways to educate socio-economic providers on the opportunities in the Federal marketplace available through GSA;
 - b. Sponsor and deliver business development events; and
 - c. Streamline outreach programs to promote efficiency and effectiveness.
- B. Expand access to socio-economic buying options across GSA contracts:
 - a. Seek creative ways to improve the small business experience with GSA:
 1. Provide free counseling;
 2. Develop new tools to access opportunities;
 3. Review rules and regulations that impact small businesses;
 4. Review subcontracting plans for small business inclusion;
 5. Survey internal and external customers to improve customer satisfaction; and
 6. Develop special resources for our veterans in line with EO 13360.
 - b. Participation in acquisition planning, internal procurement compliance reviews, and prime contractor/subcontractor compliance reviews.
 - c. Enhance analytic, performance monitoring, and reporting capabilities.

Goal Leaders	<p>Charles Manger, Associate Administrator Office of Small Business Utilization (OSBU)</p> <p>Alan Thomas, Commissioner Federal Acquisition Service (FAS)</p>
Contributing Programs	<ul style="list-style-type: none"> • Office of Small Business Utilization • Multiple Award Schedules PMO • Customer and Stakeholder Engagement

Performance Goal 2.3.1 - Create more opportunities for socio-economic entities.

Increasing access to socio-economic businesses for GSA contract requirements and GSA-managed Government-wide acquisition vehicles spurs job growth and drives the economy forward.

Benefit to the Public	<p>Small businesses power the American economy forward. Contracting with these entrepreneurs is a win-win for the Government and the small business community. The Government receives great service at great value, while small businesses are provided opportunities to grow and create jobs. GSA offers opportunities to small businesses across the country through our contract vehicles and through the contracts we award for other agencies.</p>
Performance and Contextual Indicator	<p>(a) <u>Percent of dollars awarded to small business prime contracting:</u></p> <p>This indicator tracks the percent of dollars awarded to small business prime contracting by measuring the overall percentage of eligible procurement dollars awarded to: (1) small business, (2) women-owned business (WOSB), (3) service-disabled veteran-owned small business (SDVOSB), (4) veteran-owned small business (VOSB), and (5) Historically Underutilized Business Zone business (HUBZones).</p> <p>(b) <u>Percent of dollars awarded to small business through subcontracting:</u></p> <p>This performance indicator measures the overall percentage of eligible subcontracting procurement dollars awarded to: (1) small business, (2) WOSBs, (3) SDBs, (4) SDVOSBs, and (5) HUBZones. The indicator excludes mandatory sources, contracts not governed by the Federal Acquisition Regulation (FAR), and product service codes for leasing. Targets for the goal categories are negotiated annually between SBA and GSA OSBU based on analysis of historic and projected trends in procurement spend. Performance data for this indicator is generated from a snapshot of the Electronic Subcontracting Reporting System (eSRS).</p>

	<p>(c) <u>Percent of small business Multiple Award Schedules (MAS) business volume:</u></p> <p>This performance indicator reports the percentage of MAS business volume attributed to small businesses each year by calculating the GSA Multiple Award Schedules total business volume attributed to small businesses and dividing by the total business volume.</p>
Progress Update	<p>Final FY 2017 performance results will be reported by SBA in May 2018. Preliminary results suggest GSA has met the performance target for percent of prime contracting dollars awarded to small business. FY 2017 preliminary subcontracting goal performance is 24.9%, which is below GSA's goal of 29.0%.</p> <p>The GSA Multiple Award Schedules is one of many methods by which GSA provides small and disadvantaged businesses access to the Federal marketplace. In FY 2017, 39.7% of the business conducted through MAS was awarded to small and disadvantaged businesses, exceeding the target of 33%.</p>

(a) Percent of dollars awarded to small business prime contracting (GSA contracts)		
Fiscal Year	Target	Result
2015	32.0%	44.2%
2016	36.5%	39.2%
2017	36.5%	42.5%*
2018	35.0%**	
2019	TBD	
Lead Office: Office of Small Business Utilization		

* Preliminary result. Small Business Administration (SBA) will release the final FY 2017 result in FY 2018.

** Preliminary target. Final target pending from SBA.

(b) Percent of dollars awarded to small business through subcontracting (GSA contracts)		
Fiscal Year	Target	Result
2015	29.0%	26.3%
2016	29.0%	30.9%
2017	29.0%	25.6%*
2018	29.0%**	
2019	TBD	
Lead Office: Office of Small Business Utilization		

* Preliminary result. Small Business Administration (SBA) will release the final FY 2017 result in FY 2018.

** Preliminary target. Final target pending from SBA.

(c) Percent of small business MAS business volume		
Fiscal Year	Target	Actual
2013	33.0%	34.7%
2014	33.0%	37.2%
2015	33.0%	38.3%
2016	33.0%	37.4%
2017	33.0%	39.7%
2018	33.0%	
2019	33.0%	
Lead Office: Federal Acquisition Service		

STRATEGIC GOAL 3

Improve the way Federal agencies buy, build, and use technology.

Technology is critical to how every agency accomplishes its mission and serves the public. It is at the core of running mission-support operations, safeguarding critical information, and analyzing program data for agency decision making. However, the Federal Government continues to struggle with legacy IT systems, IT modernization hurdles, and procurement challenges, as well as keeping pace with the public's expectation for digital services.

The challenge of supporting, managing, and securing legacy systems significantly affects the ability of Federal agencies to meet current and evolving mission requirements. GSA can take the lead in a modernization that rethinks business problems and uses new, innovative technologies and IT practices to help Government IT work better. GSA and its agency partners have the capabilities to shift more Federal IT spending from maintenance to modernization.

The Federal IT procurement process includes requirements development and acquisition practices that can be burdensome and time-consuming. GSA is helping agencies adopt new approaches for buying commercial-off-the shelf and as-a-service solutions. We are leading the development of modular contracting approaches to enable agile and efficient development of complex new requirements. GSA's goal is to assist agencies through the entire life cycle of procurement and system development.

Keeping up with the public's expectations for services, and digital services in particular, has been challenging for the Government. The technology challenges facing Federal agencies and the direct impact on the public are well-known by leaders across Government and the private sector. GSA has been a leader in using technology to make customer experiences simple, fast, and secure.

The Trump Administration created the Office of American Innovation and the American Technology Council to focus the attention and resources of the White House on this challenge. GSA will be an essential partner in providing solutions through the Centers of Excellence, the IT Category, and the Office of Government-wide Policy. Our unique mix of talent and expertise in acquisition, technology, and service delivery - combined with our Government-wide scope and scale - make GSA an agent of transformation in how Federal agencies buy, build, and use technology.

Strategic Objective 3.1: Lead Government-wide technology modernization initiatives.

The *Report to the President on Federal IT Modernization (2017)* tasks agencies with achieving an array of critical goals involving enhanced IT security, greater use of cloud-based services, and the overall consolidation and modernization of IT networks. GSA is well positioned to help agencies meet these goals. GSA offers the full spectrum of technology assistance, including experts who assess system design, apply user-centered research and design techniques common in the private sector, and ensure fit with agency needs. GSA also offers platforms and services that can assist agencies in using modern IT tools and practices. These include supporting agencies' move to the cloud; authentication and authorization services that seamlessly integrate with an agency's public-facing systems; and many cost-efficient and well-designed tools to communicate with the public via web sites. These partnerships foster trust and confidence in the goal of delivering essential Government services.

Key Strategies

- A. Enable the provision of mature solutions to migrate agency systems to the cloud:
 - a. Work across multiple programs to help agencies move to the cloud in the least disruptive way. This includes:
 - 1. Issuing authorizations for cloud systems that are secure and continuously monitored;
 - 2. Making cloud systems available and easy to purchase; and
 - 3. Offering GSA technology talent to plan and implement cloud migrations that are efficient and cost-effective.
- B. Improve public access to Federal Government services through secure accounts and user-friendly tools:
 - a. Offer the public secure and private online access to participating Government programs, with the goal of making Federal benefits, services and applications easier to access and more secure;
 - b. Increase the cybersecurity of Federal IT systems hosting the public's personally identifiable information; and
 - c. Improve the security position of the Government by decreasing insider threats.
- C. Help agency partners modernize and improve digital interactions:
 - a. Ensure highly-skilled technologists are available to help agencies think through complex business problems and develop appropriate technical designs;
 - b. Assist with deploying technology solutions to meet agency business needs; and
 - c. Monitor customer satisfaction with innovation, technology consulting engagements, and acquisitions through 18F, the Presidential Innovation Fellows (PIF), Schedule 70, Government-wide Acquisition Contracts (GWAC), and the Enterprise Infrastructure Solution (EIS) program.

Goal Leader	Alan Thomas, Commissioner Federal Acquisition Service (FAS)
Contributing Programs	<ul style="list-style-type: none"> ● Technology Transformation Services ● Information Technology Category

Performance Goal 3.1.1 - Provide agencies with cloud authorizations to modernize IT portfolios.	
Benefit to the Public	Modernized IT portfolios across the Government maximize taxpayer dollars by facilitating service delivery to the public that is more robust, secure, user friendly, and less burdensome to manage. When IT portfolios are modernized, the taxpayer dollar is maximized as modernization becomes the priority over maintenance of costly legacy alternatives with limited capabilities.
Performance and Contextual Indicator	<p>(a) <u>Number of customer agency FedRAMP authorized systems</u></p> <p>Measures the efficiency and effectiveness of the FedRAMP program to balance security and speed of making cloud solutions operational for agency use. The indicator captures the cumulative volume of authorizations that are processed through the FedRAMP program.</p>
Progress Update	In FY 2017 the final number of FedRAMP authorizations increased to 88 authorized systems. GSA plans to substantially increase the number of annual authorizations in FY 2018 and FY 2019.

(a) Number of customer agency FedRAMP authorized systems (cumulative)		
Fiscal Year	Target	Result
2015	n/a	39
2016	n/a	72
2017	n/a	88
2018	110	
2019	130	
Lead Office: Federal Acquisition Service		

Strategic Objective 3.2: Drive more efficient and innovative Government procurement of technology services.

The United States is a global leader in software and technology. Government must harness its national prowess in technology to not only drive economic growth, but to improve internal business practices and better serve the public. The acquisition process is a key success factor in Government technology practices.

The Government Accountability Office (GAO) and industry leaders have repeatedly recommended that Government “buy more and develop less” to improve technology outcomes. This requires Government to expand the training and use of IT acquisition cadres as outlined in the Federal Information Technology Acquisition Reform Act (FITARA) and remove barriers to agile acquisition of new technologies. GSA is committed to developing and sharing the talent, best practices, and policy improvements needed to bring about these changes.

Multiple components of GSA will play a role in driving this strategic objective. Our staff is identifying and incorporating best practices in technology acquisition and offering hands-on assistance to agencies at every stage of the process including: research and scoping, user research and prototype development, solicitation drafting and technical evaluation, post-award support, and technical assistance during implementation. The skills and knowledge developed in our organization will be intentionally shared and spread across the Federal workforce to improve overall management of IT acquisition and operations.

Key Strategies

- A. Provide agencies with the ability to seamlessly acquire and manage compliant software, systems, and infrastructure at best value:
 - a. Make buying and managing commercial off-the-shelf software-as-a-service easier for agencies by improving existing sales channels such as IT Schedule 70;
 - b. Further develop and improve Schedule 70 to provide Federal, state, and local customer agencies the tools and expertise needed to shorten procurement cycles, ensure compliance, and obtain the best value for innovative technology products, services, and solutions including buying and managing commercial, off-the-shelf software-as-a-service; and
 - c. Efficiently and effectively transition agency telecommunications and information technology infrastructure to the Enterprise Infrastructure Solution (EIS) contract. Utilizing the EIS contract creates a simplified process for agencies to acquire integrated and streamlined solutions while taking advantage of cost reductions through aggregated Government-wide demand.
- B. Assist agency customers in successfully executing a modular contracting approach to enable agile and efficient development of new complex requirements:
 - a. Use our leadership in technology and acquisition to work with agencies to introduce agile development methods into technology procurements, build the necessary skills to solicit and manage technology projects with agile suppliers, and, if needed, guide agency leads through the duration of the project; and
 - b. Continue to procure high-quality, lower-risk products at best value.

Goal Leader	Alan Thomas, Commissioner Federal Acquisition Service (FAS)
Contributing Programs	<ul style="list-style-type: none"> • Integrated Technology Category • Technology Transformation Services

Performance Goal 3.2.1 - Improve agency technology procurement capabilities through acquisition consulting.

GSA provides value to agencies through assisted acquisition solutions that address the full life cycle (e.g. IT system design, acquisition support, and post-award project management) of complex IT build and delivery. This includes acquisition consulting services to agencies to augment their support staff and ensure the highest quality procurement and vendor management. This goal measures the customer satisfaction with these services, highlighting our ability to be a go-to partner for complex technology procurements across the Government.

Benefit to the Public	GSA works with agencies to ensure that IT systems have the best possible system design, user-centered development techniques, and are built at the best value. We work with agency IT staff, business programs, and acquisition shops to ensure exceptional financial, contracting, and legal counsel for our acquisitions. Taking these steps reduces risk and provides best value solutions to agency customers. When IT systems are developed this way, the taxpayer benefits through more effective and efficient delivery of IT capabilities throughout Government to meet agency mission objectives.
Performance and Contextual Indicator	<p>Measures the growth of assisted technology acquisitions where GSA is a go-to partner for complex technology procurements across the Government.</p> <p>(a) <u>Volume of assisted technology acquisitions (\$ value)</u></p> <p>Annual dollar volume of assisted acquisitions for the Assisted Acquisitions Service program and TTS/Assisted Technology Acquisitions program.</p> <p>(b) <u>Volume of assisted technology acquisitions (# acquisitions)</u></p> <p>Annual number of assisted acquisitions for the Assisted Acquisitions Service program and TTS/Assisted Technology Acquisitions program.</p>
Progress Update	In FY 2017, the dollar value of assisted technology acquisition increased 138.5% and the number of acquisitions increased 26.7%. AAS' sophisticated acquisition, financial, and project management expertise has continued to be a sought after and high value service to small and large customer agencies.

(a) Volume of assisted technology acquisitions (\$ value)		
Fiscal Year	Target	Result
2016	n/a	\$1.54B
2017	n/a	\$3.68B
2018	\$4.29B	
2019	\$4.76B	
Lead Office: Federal Acquisition Service		

(b) Volume of assisted technology acquisitions (# of acquisitions)		
Fiscal Year	Target	Result
2016	n/a	333
2017	n/a	422
2018	503	
2019	566	
Lead Office: Federal Acquisition Service		

Strategic Objective 3.3: Lead implementation of technical standards, policies, and strategies.

Modernizing Government IT will also require the Federal Government to rethink how it constructs and implements technical standards, policies and strategies. GSA will play a leading role in delivering economies of scale and more interoperability between functions and between agencies.

This policy role calls for active involvement of Federal agencies, the private sector, and other stakeholders from the initial stages of policy review and formulation. This collaboration helps ensure the best outcomes throughout the policy development life cycle by incorporating the voice of agencies and GSA's experience with implementation.

GSA also enables agency implementation of Government-wide IT policies and programs guided by a set of core principles:

- *Be a trusted Government partner* — Align our mission with that of our Government clients, to continuously improve the effectiveness of Federal IT;
- *Craft long-term solutions* — Foster a culture and history of sustained attention to finding IT solutions for complex and challenging cross-agency issues;
- *Leveraging Federal scale* — Seek to maximize the purchasing and processing power of the Federal Government to enable faster, cost-effective adoption of new technologies; and
- *Champion the CIO* — Work with Federal CIOs to understand, support, and address their most challenging issues.

GSA's experience with IT modernization, service delivery, and acquisition uniquely situates us to help agencies navigate through their own transformation and policy implementation. We support CIOs, IT procurement personnel, and other decision makers with services, expertise, and solutions to address a

broad spectrum of Federal IT challenges. We also serve as the hub for Government-wide communities of practice to share information and collaborate on solutions for Government's most pressing IT challenges. These combined strategies improve the Federal IT ecosystem, create efficiencies, and reduce burden across Government.

Key Strategies

- A. Provide a forum for agency technology experts to improve performance and effectively implement IT standards and policies:
 - a. Convene communities of practice from around Government to discuss and plan approaches to address the most critical issues facing Federal IT. Top-notch technical expertise is spread throughout Government, and GSA plays a key role in bringing together the best minds to solve our greatest challenges.
- B. Support agencies' transition to and implementation of accessibility standards and policies:
 - a. Work with partners in Government to use data-driven analysis and policy expertise to help agencies improve Federal IT service delivery to all Americans.
- C. Support agencies' implementation of cost-effective and efficient data center solutions:
 - a. Coordinate Government-wide data center optimization efforts;
 - b. Develop best practices and tools to help agency CIOs measure progress;
 - c. Advise agencies on operating standards and migration to encourage the use of inter-agency shared services providers and cloud providers, along with Government-wide contract vehicles; and
 - d. Operate a shared services marketplace where agencies can choose from an inventory of data center services and automated management tools and products.

Goal Leader	Giancarlo Brizzi, Associate Administrator (Acting) Office of Government-wide Policy (OGP)
Contributing Programs	<ul style="list-style-type: none"> Office of Information Integrity and Access

Performance Goal 3.3.1 - Provide agencies with the tools and resources to implement IT standards and policies.	
<p>GSA is committed to helping agencies understand and comply with Federal IT policies and standards. This goal captures our ability to help agencies optimize data centers, and ensure that cybersecurity threats related to identity management are mitigated.</p>	
Benefit to the Public	<p>Clear IT standards and policies result in increased policy compliance, enabling agencies to deliver more effective and efficient services, resulting in Government-wide cost savings and better access to Government information and services for the public.</p>
Performance and Contextual Indicator	<p>(a) <u>Percent increase of Government-wide tiered data center closures</u></p> <p>This indicator captures the optimization of Federal data centers. The measure includes existing data centers that are consolidated or closed in the following priority order:</p> <ol style="list-style-type: none"> 1. Transitioning to cloud services 2. Migrating to inter-agency shared services or co-located data centers 3. Migrating to more optimized data centers within the agency's data center inventory <p>The overall cumulative percentage represents the overall improvement in effectively managing data centers Government-wide.</p> <p>(b) <u>Percent of Government employees and contractors that log onto Government networks with a standardized, secure credential</u></p> <p>Mitigates risk of network breach by eliminating weak passwords and moving to strong multi-factor authentication. The measure is based on the FY 2018 FISMA PROTECT metric 2.4.1 and aligns with the NIST Cybersecurity Framework.</p>
Progress Update	<p>GSA's Data Center Optimization Initiative (DCOI) Program Management Office provides agencies with technical, financial, and administrative guidance for the closure process, as well as organizing a community of practice, engaging with individual agencies on specific issues, and working with OMB to support their oversight efforts. Continuing these strategies will improve optimization efforts in FY 2018 and FY 2019.</p> <p>GSA's Federal Identity, Credential, and Access Management (FICAM) program provides guidance on best practices to help agencies implement strong network authentication for employees and contractors. FICAM partners with OMB to ensure agencies understand how to provide secure network access to mitigate the risk of a breach. The program organizes a community of practice and publishes playbooks to strengthen identity management across the Federal Government.</p>

(a) Percent increase of Government-wide tiered data center closures		
Fiscal Year	Target	Result
2015	n/a	n/a
2016	n/a	n/a
2017	n/a	3.5%
2018	12%	
2019	20%	
Lead Office: Office of Government-wide Policy		

(b) Percent of Government employees and contractors that log onto Government networks with a standardized, secure credential		
Fiscal Year	Target	Result
2015	n/a	n/a
2016	n/a	n/a
2017	n/a	81%
2018	83%	
2019	85%	
Lead Offices: Office of Government-wide Policy and Federal Acquisition Service		

STRATEGIC GOAL 4

Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.

Mission-support services across Government are challenged by inefficiencies and manual processes, duplicative investments in technology and capabilities, and an inability to consistently modernize technology and business practices. For example, Government-wide benchmarking data shows some agencies are entering nearly all of their vendor invoices manually and paying nearly 100 times more per processed invoice than the standard for electronic invoicing. Similar examples can be cited in each of the key support functions at Federal agencies – including human capital, IT support, finance, acquisition, and building services. Inefficiencies take valuable time and resources away from agency missions, impeding the Government’s ability to deliver on public priorities. GSA is able to fundamentally change the way Government conducts mission-support services by designing and delivering expanded shared services.

“Shared services” is an industry-leading practice with proven success in consolidating processes, systems, and workforce to reduce costs and deliver common services in a standard way across complex enterprises. This practice also creates opportunities to share specialists and proven approaches across agencies. Helping agencies share common services and technology today will mean long-term cost savings for taxpayers, and a Government that is leaner and better equipped. Last year, the GAO stated that “moving to shared services can save the Federal Government billions of dollars as well as reduce duplicative efforts, decrease systems upgrades, and free up resources for mission-critical activities.” But the Federal Government’s efforts to establish and scale up shared services have yielded mixed results, at best.

At GSA, our mission is to provide services to agencies. Our robust supplier relationships and access to leading practices in industry for all support services allow GSA to bring innovative, proven solutions to the Federal Government. GSA’s role in Government-wide policy implementation and data analysis is also a key factor in helping agencies overcome barriers to improving their own mission-support operations and adopting shared services. To coordinate these efforts and fully realize our potential, we must develop stronger organizational capabilities to understand customer demand, work with industry to provide efficient and effective supply, and incorporate services from across GSA to satisfy the needs of Federal agencies.

Strategic Objective 4.1: Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide.

The first three goals in this strategic plan focused on advancing and improving GSA's capabilities in real estate, acquisition, and technology to better support agency missions Government-wide. However, our ability to integrate those capabilities into comprehensive life cycle solutions will create the greatest value for agencies and the American people. To accomplish this goal, GSA will collaborate with customers and improve how our components coordinate to seamlessly meet customer needs.

We will expand our core capabilities and adapt to market demands. Scaling and adaptability are critical to addressing evolving customer needs. Strategic partnership with industry will help create an agile, responsive delivery model. We will also establish a specific business analysis function to conduct a variety of analyses to benefit customers, such as developing business cases, determining optimal bundles of products and services, and researching innovative methods to reduce costs and strengthen service quality.

We will improve our offerings by using performance evaluation and market competition to incentivize our industry partners to deliver high-quality service. Our service processes and pricing will be transparent so our customers can hold us accountable for delivering services that achieve both quality and cost expectations.

Finally, our services will be better integrated throughout the product and service life cycle, to support customer agencies as they address their complex business challenges. Our service design will strive to include technical integration to allow more data sharing and analytics. This cross-agency integration will help us leverage contracts and commercial acquisition practices to consolidate professional service and IT contracts.

Key Strategies

- A. Strengthen customer interface capabilities by establishing a data-driven approach to customer engagement and standardizing intake processes to identify and address customer needs:
 - a. Develop a systematic, repeatable, and understandable approach to working with customers;
 - b. Leverage customer relationships to cultivate deep expertise and apply data-validated solutions to address customer problems across the Federal Government; and
 - c. Monitor customer satisfaction at every point in the life cycle and hold employees accountable for customer relationship management.
- B. Develop a comprehensive, integrated menu of options for GSA's product and service offerings:
 - a. Conduct high-level inventory of existing products and services and create a user friendly catalogue of GSA offerings; and
 - b. Recommend service packages (bundles) leveraging the catalogue to meet customer needs, with a focus on small agency lifecycle services as an early bundle.

- C. Develop organizational capabilities to provide products and services, tools, methodologies, and metrics to deliver shared services:
 - a. Grow the talent and skill sets to establish capabilities, including business process engineers, process improvement specialists, data specialists, technologists, and experts in large and complex project management;
 - b. Embed a culture that encourages performance, continual improvement, and entrepreneurship to deliver value to customers;
 - c. Use our technology expertise to deploy interoperable, secure, effective, and efficient technology solutions; and
 - d. Work with stakeholders in the executive branch and Congress to identify financial mechanisms that help agencies make the investments needed for technical upgrades, capability development and, where needed, transition to a shared services provider.
- D. Reduce costly duplicative expenditures by the Federal Government on activities that GSA can provide through shared services:
 - a. Pursue Government-wide efficiencies and savings using proven shared services strategies from the private sector, including:
 - 1. Standardization of common processes and technologies;
 - 2. Automation and introduction of new technologies, as appropriate;
 - 3. Streamlined procurement and consolidation of existing contracts; and
 - 4. Gradual reduction of redundant capabilities and infrastructure across Government.

Goal Leaders	Alan Thomas, Commissioner Federal Acquisition Service Dan Mathews, Commissioner Public Buildings Service Anahita Reilly, Chief Customer Officer Office of Customer Experience
--------------	--

Performance Goal 4.1.1 – Expansion of centralized services (AGENCY PRIORITY GOAL)

GSA will develop and expand common solutions and service offerings for mission-support services, driving more efficient and effective processes that help agencies maximize mission delivery. Specifically, to eliminate redundancies and reduce Government-wide fleet costs, GSA's Fleet program will partner with agencies to study their vehicle inventories to identify savings and efficiency opportunities, reviewing 25,000 vehicles annually in FY18 and FY19 and consolidating 500 and 5,000 vehicles, respectively, pending study results.

Benefit to the Public	Centralized fleet management functions provide agencies with savings and benefits of a shared fleet management service.
Performance and Contextual Indicator	<p>(a) <u>Number of agency-owned (non-GSA) vehicles studied and consolidated by GSA, resulting in a more cost-effective Federal fleet.</u></p> <p>Through vehicle consolidations, agencies are able to convert their agency-owned vehicles into GSA's full lifecycle fleet leasing service. Consolidating agency managed vehicles into the GSA Fleet eliminates redundancies and reduces costs to manage motor vehicle operations. The metrics capture the number of vehicles that GSA plans to assess and consolidate over the next two years from multiple customer agencies.</p>

(a) Number of agency-owned (non-GSA) vehicles studied and consolidated by GSA, resulting in a more cost-effective Federal fleet		
Fiscal Year	Target (Studied* / Consolidated)	Result (Studied* / Consolidated)
2016	N/A	N/A / 1,136
2017	N/A	N/A / 911
2018	25,000 / 500	
2019	25,000 / 5,000	
Lead Office: Federal Acquisition Service		

**Extensive studies at the projected volumes in FY18-19 were not conducted in FY16 and FY17.*

Consolidations were achieved in FY16 and FY17 through active agency partnerships with the GSA Fleet program.

Strategic Objective 4.2: Promote adoption of shared services by agencies through policy, guidance, and benchmarking.

GSA plays a central role in the development of policy, best practices, and strategic planning for mission-support services across Government. GSA's Shared Solutions and Performance Improvement (SPPI) office has been a leader in educating and helping Government agencies understand the cost and operational benefits of shared services. SPPI has also analyzed the challenges in the current shared service ecosystem and recommended strategies to mitigate risks. SPPI will continue to work with agencies to promote standardization and implement best practices to facilitate agency transitions to a shared services operating model.

Key Strategies

- A. Establish and lead cross-agency council(s) to facilitate the sharing of lessons learned, advise GSA leadership on possible mandatory shared services, and participate in development of best practices guidance:

- a. Leverage the experience of existing Federal communities of practice to revise the SSPI playbook, incorporating the various delivery models and assisting agencies in migrations; and
 - b. Regularly assess agency progress at standardizing and consolidating work processes to evaluate opportunities to consolidate specific services and mandate adoption across the entire Federal enterprise; collaborate with internal acquisition and technology expertise to inform strategic options.
- B. Benchmark agencies' performance of mission-support functions against private and public organizations to identify improvement areas through shared services:
 - a. Conduct annual benchmarking of mission-support functions, including any Federal organization that provides shared services to other Federal customers; leverage results to inform policy decisions, opportunities for mission support improvement, or mitigation of risks; and
 - b. Align Federal benchmarking metrics to private sector benchmarks and incorporate into standard operational service level metrics.
- C. Manage and coordinate the cross-functional development of standard capabilities for mission-support functions where appropriate.
- D. Help agencies prepare for the migration to shared services:
 - a. Create and administer a customer readiness assessment that promotes and accelerates shared service adoption.; and
 - b. Identify and maintain best practices by agencies for migrations to shared services.
- E. Help identify and propose use of shared services:
 - a. Analyze shared services proposals to determine if increased agency participation reduces total expenditure and/or increases effectiveness. As appropriate, collaborate with OMB to drive adoption of shared services where it will lead to the most Government-wide cost avoidance and/or effectiveness; and
 - b. Develop and operate an impartial, recognized process for agencies to "opt-out" of participation in shared services.

Goal Leader	Giancarlo Brizzi Associate Administrator (Acting) Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> ● Shared Solutions and Performance Improvement Office (SSPI)

Performance Goal 4.2.1 - Reduce barriers to entry to facilitate easier adoption of shared services.

Despite wide evidence and agreement that moving to a shared service delivery model can improve the cost effectiveness and quality of mission-support service, agencies face significant barriers to adoption. These include challenges related to documenting common business needs; establishing common guidance and interpretation of policies; and delivering on critical project management and change management objectives. GSA will work to reduce these barriers by facilitating the documentation of core business needs and providing best practices and guidance for shared services migration and management.

Benefit to the Public	Making it easier to move to shared services will help eliminate redundancy, mitigate risk, and consolidate buying power to reduce costs.
Performance and Contextual Indicator	<p><u>Number of agencies using SSPI's M3 tools to assess readiness for shared services</u></p> <p>SSPI continues to use the M3 Framework to help CFO Act agencies achieve successful outcomes and reduce risk during administrative system modernizations and migrations. M3 provides guidance, tools, and templates – based on best practice – to help CFO Act agency customers improve the likelihood of successful outcomes. As of 2017, SSPI is overseeing the following agencies in leveraging M3 for their migration/modernization projects: Department of Veterans Affairs (FM), Department of Justice (HR), General Services Administration (HR), and Department of Labor (FM).</p>

Adoption of shared service readiness tools - Number of agencies using M3		
Fiscal Year	Target	Result
2017	n/a	4
2018	6	
2019	8	
Lead Office: Office of Government-wide Policy		

Strategic Objective 4.3: Support the overall mission of GSA by investing in our employees and modelling how we deliver internal support services, while providing policy guidance across Government.

To strengthen GSA's leadership in Government management, it is critical that the agency's support services be among the most efficient and effective in Government. GSA's CXO functions (acquisition, finance, human capital, IT) will seek to build on recent performance gains, accelerating reforms to streamline operations. GSA prides itself on understanding how business operations benefit Government. We will look to the very best business organization equivalents for performance comparisons and benchmarks, challenging ourselves to match or exceed their performance.

This includes “practicing what we preach.” When we are advising other agencies on methods to improve their support operations - whether through organizational fixes or migrating to shared services - GSA should adopt a like-minded approach to pursuing efficiency gains and service quality. Our credibility across Government is enhanced when we demonstrate that the solutions we recommend externally are used inside of GSA as well. This is true for the traditional CXO functions and for non-CXO functions that also enable GSA to achieve its mission.

Finally, we recognize the importance of engaging the entire GSA workforce in this mission. For many, the agency’s growing emphasis on providing customers with integrated solutions, life cycle management, and shared services will present both a challenge and an opportunity. It is incumbent on GSA to invest in our workforce, developing the skills, tools, and inspiration for employees to excel at delivering core and emerging services to GSA’s customers and suppliers.

Key Strategies

- A. Improve the performance of GSA’s CXO functions by building on GSA’s previous CXO consolidation initiative and applying the proven shared services principles:
 - a. Conduct a thorough review of previous CXO consolidation to implement lessons learned and drive further performance across GSA’s support functions; and
 - b. Partner with SSPI to assess opportunities for GSA CXO functions to incorporate principles and proven practices from the broader shared services community.
- B. Ensure that GSA’s non-CXO functions deliver effective, efficient, and accountable services to GSA or, as appropriate, across Federal Government:
 - a. Establish organizational performance plans and service metrics for GSA’s non-CXO functions, oriented around the customers to whom they are accountable; and
 - b. Build connections and knowledge of non-CXO functions at other Federal agencies to share and adopt proven practices.
- C. Complete a cost and operational review to clearly identify direct and indirect costs; develop management actions to address areas for improvement:
 - a. Develop a methodology for defining and measuring all forms of indirect costs for GSA operations, including staff and service offices; and
 - b. Construct method(s) for allocating costs to GSA products and services to better understand their economics and inform pricing strategies.
- D. Engage and support GSA’s workforce to build an organization-wide understanding of how to perform GSA’s core and emerging capabilities as well as model shared services behavior:
 - a. Conduct a comprehensive workforce capability assessment;
 - b. Develop a workforce restructuring plan that aligns capabilities with emerging organizational needs; and
 - c. Provide training on delivery of integrated solutions across the life cycle of products and services.

Goal Leaders	GSA Service and Staff Offices
--------------	-------------------------------

Performance Goal 4.3.1 - Efficient, effective mission-support services at GSA (CXO and non-CXO functions).

GSA must cover the full cost of our offerings through customer agency reimbursements to deliver the products and services they need. Therefore, we must ensure that our internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how we provide mission-support services to the Government-wide community.

Benefit to the Public	Effective and efficient GSA internal operations decrease the cost burden to our agency customers when we do business with them; reducing their overall costs to meet mission objectives to the American public.
Performance and Contextual Indicator	<p>(a) <u>Total operating cost as a percentage of goods and services provided</u></p> <p>For each of GSA's major products or services: Total Indirect Costs as a % of Total Costs (Direct + Indirect)</p> <p>(b) <u>Effectiveness of CXO functions</u></p> <p>From the PMA Benchmarking Initiative's Customer Satisfaction Survey: Composite customer satisfaction score for GSA's CXO functions (Acquisition, FM, Human Capital, IT Services)</p> <p>(c) <u>Percent of GSA IT portfolio utilizing cloud technologies</u></p> <p>Divides the total number of eligible IT investment line items that could adopt cloud services from the Exhibit 53 by the number of investments indicating they are utilizing cloud technologies</p> <p>(d) <u>Competition rate for GSA acquisitions</u></p> <p>Provided from FPDS source data. Total dollar value of competed actions divided by total dollar value of awarded actions; including contracts that GSA provisions through reimbursable agreements with other agencies. Targets set in 80% range due to small business and/or set-aside procurements.</p> <p>(e) <u>Competitive One-Bid rate for GSA acquisitions</u></p> <p>Provided from FPDS source data. Total dollar value of competed actions with only one bid divided by total dollar value of competed actions; including contracts that GSA provisions through reimbursable agreements with other agencies.</p>

(a) Total operating cost as a percentage of goods and services provided		
Fiscal Year	Target	Result
2015	9.20	9.70
2016	9.65	9.44
2017	9.61	9.25
2018	9.20	
2019	9.15	
Lead Office: Office of the Chief Financial Officer		

(b) Effectiveness of CXO functions - Customer Satisfaction		
Fiscal Year	Target	Result
2015	n/a	4.81
2016	n/a	4.96
2017	n/a	5.07
2018	5.15	
2019	5.23	
Lead Offices: CFO, OAS, OHRM, OCIO		

(c) Percent of GSA IT portfolio utilizing cloud technologies		
Fiscal Year	Target	Result
2015	n/a	27%
2016	n/a	42%
2017	n/a	42%
2018	44%	
2019	48%	
Lead Office: Office of the Chief Information Officer		

(d) Competition rate for GSA acquisitions		
Fiscal Year	Target	Result
2015	n/a	82.5%
2016	n/a	80.3%
2017	n/a	81.4%
2018	80%	
2019	80%	
Lead Office: Office of Government-wide Policy		

(e) Competitive One-Bid rate for GSA acquisitions		
Fiscal Year	Target	Result
2015	n/a	13.2%
2016	n/a	14.3%
2017	n/a	14.9%
2018	15%	
2019	15%	
Lead Office: Office of Government-wide Policy		

Performance Goal 4.3.2 - Highly engaged GSA workforce that is prepared to support and deliver new and expanded offerings.

A workforce that places the customer at the center of daily operations is able to deliver on current needs and provide solutions that meet future requirements. Developing a proactive workforce of this caliber enables successful delivery of new and expanded offerings.

Benefit to the Public	When we reduce agency burdens and provide high-quality and low-cost services to customer agencies, we enable more efficient and effective delivery of their mission to the public.
Performance and Contextual Indicator	<p><u>Employee Engagement Score - Connection to GSA's Mission</u></p> <p>FY 2018 is the first year that GSA is measuring a "Mission Index", which focuses on how connected employees feel to the agency mission and how equipped they are (through training and development) to deliver on that mission.</p> <p>Questions from the Office of Personnel Management's Annual Federal Employee Viewpoint Survey (FEVS) are used to calculate the "Mission Index". The index comprises FEVS questions in two subcategories: "Mission and Goals" and "Training and Development". The mission index is calculated by taking the average "% Positive" responses to each of the FEVS questions in the "Mission and Goals" and "Training and Development" categories (Agency-wide and by service area).</p>

Employee Engagement Score - Connection to GSA's Mission (% positive)		
Fiscal Year	Target	Result
2015	n/a	69.1%
2016	n/a	72.2%
2017	n/a	76.2%
2018	76%	
2019	76%	
Lead Offices: OHRM, GSA Service and Staff Offices		

MAJOR MANAGEMENT PRIORITIES AND CHALLENGES

GSA prioritized three major management challenges for action in FY 2017, each of which is prioritized for further action in FY 2018. GSA also added one new FY 2018 major management challenge.

Challenge 1: Consistent implementation of new pricing initiatives and ensuring contractor compliance within the GSA Schedules Program. Agency Official: Alan Thomas, Commissioner, Federal Acquisition Service (FAS)	
Background	To ensure consistent implementation of pricing initiatives, GSA will make it easier for contracting officers to conduct effective price analysis through the Transactional Data Rule (TDR) and Formatted Product Tool (FPT) that was piloted in FY 2017 for eight GSA schedules. TDR and FPT allow for easier price comparisons of items offered by multiple vendors through item-level prices paid reports. Currently vendors have the option to participate in TDR in exchange for waiving other historical reporting requirements.
FY 2017 Progress Update	FAS drafted a TDR data management plan to capture data and develop visualization tools to assess pricing. The FPT is also being utilized to ensure proper manufacturer part numbers are being recorded to strengthen price comparison quality and reduce reported variances.
FY 2018 Planned Action	FAS will finalize the TDR data management plan to enable contracting officers to easily view price comparison data. After the data management plan has been finalized, FAS will initiate additional reviews of the data and identify lessons learned to develop and implement new training.
FY 2018 Performance Milestones	<ul style="list-style-type: none"> • Initial review of TDR data and provide access to category management data teams by January 2018; • Complete data management plan related to TDR and FPT data by April 2018; • Implement training for the acquisition workforce and industry partners from lessons learned to improve data reporting by July 2018; and • Review pricing variability between order level pricing and ceiling rates to initiate analytics and encourage more competitive pricing by September 2018.

Challenge 2: Minimizing the risk of cyber-attacks to Federal building management and control systems Agency Officials: David Shive, CIO, Office of the Chief Information Officer (GSA IT) Dan Mathews, Commissioner, Public Buildings Service (PBS)	
Background	GSA IT and PBS needed to effectively assess the cybersecurity risk posed by Building Monitoring and Control (BMC) systems, and prioritize the deployment of resources to mitigate risk for vulnerable automation systems. As a result, a risk management framework (RMF) scorecard was developed. The scorecard captures various security and business factors, with an associated weight-scale. Security factors include degree of external and internal connectivity, quality of current security controls and data sensitivity. Business factors include mission impact, financial impact, health and number of occupants, damage potential, and size of workspace covered by the system. The scores are tallied up, and compared with other systems that have been evaluated. GSA reviews the total scores and prioritizes funding to the systems with the highest risk scores.
FY 2017 Progress Update	Completed development of the RMF scorecard in May 2017 and applied it to 20 building systems and secured 10 building systems.
FY 2018 Planned Actions	Apply Risk Management Framework to assign risk to additional buildings systems. Prioritize and secure the buildings systems.
FY 2018 Performance Milestones	<ul style="list-style-type: none"> • Score an additional 20 building systems via the RMF scorecard by 9/30/18, a cumulative total of 40 building systems; • Secure an additional 10 building systems by 12/31/18, a cumulative total of 20 building systems; and • Engage with three major building system manufacturers to ensure deployed systems are secure for connectivity at GSA by 9/30/18.

Challenge 3: Establishing and operating the Office of Technology Transformation Services to ensure full cost recovery Agency Official: Alan Thomas, Commissioner, Federal Acquisition Service (FAS)	
Background	The 18F program within the Technology Transformation Service (now the Office of Technology Transformation Services), has had difficulty balancing revenues and expenditures under their operating model. This imbalance created difficulties in achieving cost recovery of operations.

FY 2017 Progress Update	<p>The Office of Technology Transformation Services merged with FAS in the third quarter of FY 2017 to combine acquisition and digital expertise into a single organizational framework that supports IT modernization across Government. The transfer improves the ability for acquisition and IT modernization to work closely together.</p> <p>Taking steps towards cost recovery, GSA implemented significant changes in the management approach and internal controls for the 18F program to improve the operations of individual business units and the Service as a whole. For example, FAS actively monitored the pipeline of actual and potential work orders to more closely monitor expenses and workforce utilization. Resources were added when there was greater assurance of future work. Orders, pipeline status, utilization, and expenses were monitored on a weekly and monthly basis.</p>
FY 2018 Planned Actions	<p>The Office of Technology Transformation Services will continue to review and optimize cost structures and business opportunities, including:</p> <ul style="list-style-type: none"> • Conduct staffing level review to assess and optimize billable and non-billable workload; • Review and optimize billing rates to customer agencies; • Assess travel and training budget allocations to optimize resource levels and execution rates; and • Develop deeper client relationships and partner on larger and more impactful modernization projects and initiatives.
FY 2018 Performance Milestones	<ul style="list-style-type: none"> • Review operational models to identify further opportunities for optimization by February 2018; • Execute to optimized operational model by May 2018; and • Review and optimize headcount including billable and non-billable staff.

Challenge 4: Reduce Office Space Leasing Costs

Agency Official: Dan Mathews, Commissioner, Public Buildings Service (PBS)

Background	At the start of FY18, GSA's current lease inventory consisted of 8,147 leases totaling over 190 million rentable square feet. These leases, located in 6,893 buildings, cost taxpayers \$5.6 billion in annual rent. By reducing the cost to lease space, GSA can save money for our client agencies and the American taxpayer.
FY 2018 Planned Actions	<ul style="list-style-type: none"> • Reduce reliance on holdovers and extensions for expiring leases through improved advanced planning with our customers; • Improve access for building owners to identify opportunities to proactively offer building space for lease to reduce procurement cycle time and achieve competitive lease rates that are often below market; • Continue to leverage the commercial real estate industry practice of commission for service through GSA Leasing Support Services (GLS) contracts. GLS contracts support GSA leasing through commercial broker support services that are primarily funded through commissions and provide a rent credit that is used to lower overall rent costs; and

	<ul style="list-style-type: none"> • Improve lease negotiations to achieve market-competitive leases in major real estate markets.
FY 2018 Performance Milestones	<ul style="list-style-type: none"> • Implement a lease term decision matrix by FY 2018 Q1; • Review regional execution plans for replacement of expiring leases by FY 2018 Q3; and • Implement expanded training on cost savings strategies by FY 2018 Q4.

EVIDENCE BUILDING

GSA will strengthen initiatives to improve effectiveness (mission delivery) and efficiency (cost savings) of Federal Government operations, while increasing information sharing, accountability, and transparency. GSA has established and will continue to build the capacity for utilizing evaluation techniques to drive improved policy efficacy and performance.

DATA VALIDATION AND VERIFICATION

The GSA Chief Financial Officer certified the FY 2017 performance data contained in this report as complete and reliable, as required by the GPRA Modernization Act of 2010. GSA has verification and validation techniques in place which provide reasonable assurance over the completeness and reliability of all performance data contained in this report. These techniques included:

- (1) Maintaining a data dictionary of performance data which includes data sources, computation methodology, and reliability assessment for each performance measure;
- (2) Verifying, at least annually, the accuracy and completeness of the information contained in the data dictionary; and
- (3) Validating, at least annually, the measures reported by collecting measure source data and calculation files and applying the calculation methodology defined in the data dictionary.

LOWER-PRIORITY PROGRAM ACTIVITIES

The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.